



Strategic Plan

2011-2015

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Director's Message

This past year has been one of accomplishments and challenges. Idaho has dropped the number of juveniles in IDJC custody by twenty percent (20%) with community safety remaining of utmost importance. The rate of recidivism remains at twenty-seven percent (27%) while juveniles are being held accountable through strong partnerships and community based teams.

IDJC staff gives 110% to make this possible. They have been active in our refinement of case management and pre-screening hearings to assure only the most serious offenders are committed to IDJC. Family involvement in treatment planning is increasing and we have received national recognition for our implementation of the Interstate Compact on Juveniles.

Our partnerships with other state agencies, counties, judges, and contract providers remain strong. The change in Judicial Rule 19, the Detention Clinician Project and Community Incentive and Mental Health Programs support the growing body of research that finds holding juveniles accountable and treating them close to family and community increase the likelihood of their success in critical areas such as education and employment.

Professionalism in our field has been strengthened by increasing POST detention and probation academies to three weeks, completing challenge academies for IDJC staff, and implementing a Supervisory Academy. We have had the opportunity to train juvenile justice professionals across the state on Motivational Interviewing Skills and Youth Level of Service/Case Management Inventory. We have also been willing to evaluate our internal practices through the research based Corrections Program Checklist (CPC) and Performance-based Standards (PbS). Our high CPC scores and PbS facility improvement plans are to be celebrated.

We begin this new year with a reduction in funding at both the state and county level which gives us a very narrow population margin. We have direct care staff deficits and also at the manager and supervisor level. The economy creates difficulty with long range planning and resource development. Our special needs populations, regional transition services, funding and support for education are issues that must be addressed. We will also have additional requirements at the state and local level with the implementation of the Prison Rape Elimination Act (PREA).

We understand juvenile justice cannot be done in isolation but must be collaborative with parents, communities, education, service providers and the judiciary. We will continue to develop efforts to provide a best practice strategy to prevent and reduce juvenile crime in partnership with communities.

Purpose and Layout of the Strategic Plan

Idaho statute requires each state agency to develop a strategic plan that is the foundation for establishing performance commitments and assessing progress toward achieving agency goals (Idaho Code 67-1903). Plans are based on the state fiscal year (July 1 through June 30), cover a four-year horizon into the future, including the year in which they are developed, and are updated annually.

The purpose of the strategic plan is to provide planning and performance information to the legislature, which oversees and assesses performance, taking into account the statutory authority granted to the agency and the agency's appropriated annual budget.

Goals, objectives, and strategies are identified in the plan for each division.

The **goals** describe the broad conditions the agency is trying to achieve.

These are followed by **objectives**, which are the incremental steps that will be taken to achieve each goal.

Strategies are the specific actions necessary to achieve the objectives.

All **benchmarks** have been removed from under each division goal because they reflect the comprehensive work done by all IDJC divisions and our partners collectively. Benchmarks are now located at the end of the Agency Goals & Benchmarks (page 6).

IDJC also includes an appendix in the plan. This provides detail into which division within the agency is responsible, the strategies which will be used, and a general timeline when each objective is expected to be accomplished.

Our Mission, Vision, and Values

Mission

Prevent and reduce juvenile crime in partnership with communities.

Vision

The Idaho Department of Juvenile Corrections' vision is a safer Idaho where state, community and family partnerships are creating change by providing balanced systems of prevention, intervention and advocacy through effective management of juvenile offenders.

Values

Balanced and Restorative Justice

Help juveniles become responsible citizens by developing life skills and holding them accountable for restoring their victims and communities while ensuring public safety.

Responsible Partners

We acknowledge our vital role in communities, and we seek to understand and promote a unified relationship among all parties to prevent or stop juveniles from breaking the law.

Communication

We are committed to the practice of full-circle communication in all of our activities.

Teamwork

We recognize that the power of our combined effort exceeds what we can accomplish individually.

Respect

We treat those we serve and one another with respect, and in so doing, demonstrate honesty, integrity, trust, and ethical behaviors.

Excellence and Quality

We are committed to deliver excellence and quality in every aspect of our work by establishing goals and monitoring outcomes, and holding ourselves accountable.

Resource Optimization

We value new ideas and plans which are results-oriented, and we are dedicated to providing training which will develop leaders and maintain a qualified, competent staff.

Cultural Competency

We are committed to becoming more aware of and more understanding of the cultural values of the juveniles, families and other staff with whom we work; in doing so, our aim is to integrate these cultural values and differences in such a manner that we work together to become more effective in our mission.

Agency Goals & Benchmarks

Institutions

- Goal 1: Ensure community protection and juvenile accountability through program effectiveness.
- Goal 2: Ensure skills improvement of juveniles returning to the community.

Community Operations and Program Services Division

- Goal 3: Develop a well structured system that addresses the needs of juvenile offenders, their families and the safety of communities.


Administration


- Goal 4: Strengthen and support all resources within IDJC.


Benchmarks:

1. IDJC's recidivism rate will not exceed 25.0% (measured at 12 months post custody).
2. Meet or exceed national average on at least 75% of critical performance measures and 50% on reintegration performance measures.
3. One hundred percent (100%) of juveniles leaving our custody will have education /vocation plans (or both) as a part of reintegration.
4. At least 75% of offenders will increase ISAT scores.
5. Increase percentage of juveniles who receive residential reintegration services within their home region.
6. Rule 19 pre-screen diversion rate of greater than 50%.
7. Percentage of variance from the financial plan.
8. Maintain staff turnover at or below the average for state agencies.

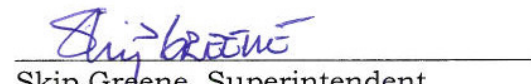

Sharon Harrigfeld, Director

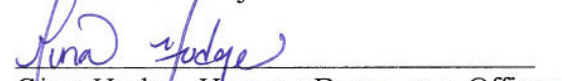

Kevin Bernatz, Superintendent
JCC-Lewiston



Betty Grimm, Superintendent
JCC-Nampa

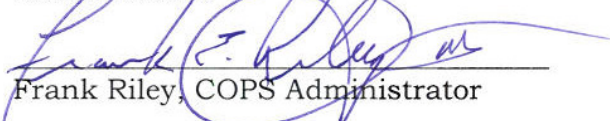

Glenda Rohrbach, Education
Program Director


Mike Seifrit, IT Resource Manager


Skip Greene, Superintendent
JCC-St. Anthony


Gina Hodge, Human Resources Officer


Scott Johnson, Administrative Services
Administrator


Frank Riley, COPS Administrator

Juvenile Justice in Idaho

The Juvenile Corrections Act of 1995 significantly changed Idaho's approach to juvenile justice and juvenile corrections. The Act is based on the Balanced Approach Model and creates a

Balanced Approach Model

Community Protection
Juvenile Accountability
Competency Development

new set of purposes for the system—to improve balanced attention to the protection of the community, the insurance of accountability for offenses committed, and the development of competencies to enable juvenile offenders to become responsible and productive members of the community. Communities,

families, victims, juvenile probation, providers and the department are expected to assume a more active role in the juvenile justice system. The Balanced and Restorative Justice model requires that juvenile offenders work to restore the harm caused to their victims and community to the greatest extent possible. The Balanced Approach also becomes a true “community justice” strategy when communities become actively involved in developing the solutions to address juvenile crime. Implementing the Juvenile Corrections Act is an on-going process that involves not only members of the justice system, but all Idahoans as members of their communities.

Partnerships characterize Idaho's juvenile justice system. In Idaho's juvenile justice



system the state and counties perform separate, but equally important functions. About 96% of juveniles involved in the juvenile justice system are handled at the county level, through county probation departments and through county detention centers. Only the most seriously delinquent juveniles are committed to the custody of the Idaho Department of Juvenile Corrections. Programs that have

been demonstrated to reduce the risk of recidivism, such as victim-offender mediation, family group conferencing and a variety of cognitive behavioral treatment strategies have been implemented in Idaho with support from the state's judiciary; with commitment by county and state departments; with support from Idaho's Juvenile Justice Commission, from state and private service providers, and with the support of the Governor and State Legislature. Without this level of commitment and support for programs in Idaho's communities, the numbers of juveniles committed to the department would be significantly higher. Without this level of support more juveniles would have to be treated farther away from their homes and they would be treated less effectively than in the community.

When a juvenile is committed to the Department, he/she is assessed and placed at a licensed contract facility or in one of three state juvenile corrections facilities to address criminogenic needs. Criminogenic needs are those conditions which contribute to his or her delinquency most directly. Once the juvenile has completed treatment and it is determined that his/her risk to the community has been reduced, he/she is most likely to return to county probation. Each juvenile's return to the community is associated with a plan for reintegration that requires the juvenile and family to draw upon support and services from providers at the community level. Making this link back to the community is critical to the ultimate success of juveniles leaving state custody.



IDJC juveniles perform thousands of hours of community service per year

Idaho's juvenile justice partners and IDJC staff recognize the responsibility that they have to protect the safety of communities, to ensure juveniles involved with the justice system are held accountable and to see that all of the state's citizens are getting the maximum use out of their dollars. We also recognize that in order for juveniles to become productive citizens, services must be responsive to their mental needs, physical needs and personal challenges. By consistently applying accountability-based sanctions that take into account the developmental stage of the offender and the severity of the offense, Idaho's juvenile justice system fosters individual responsibility, protects the community, and enhances our quality of life. To ensure the success of our children and the preservation of our communities in which they reside, we pledge to continue to work together to support the juvenile justice system in Idaho.

Division Goals, Objectives

Institutions

Goal 1: Ensure Community Protection and Juvenile Accountability through Program Effectiveness.

Objective 1: Maximize the use of evidence-based programming in all institutions and contract providers.

Objective 2: Targeted average length of custody not to exceed 15 months, not including District Court commits.

Objective 3: Increase number of successful program completions.

Objective 4: Increase family participation at monthly staffings to 75%.

Objective 5: One hundred percent (100%) of juveniles committed to IDJC will be held accountable to victims and communities.

Goal 2: Ensure Skills Improvement of Juveniles Returning to the Community.

Objective 1: Increase academic performance as measured by GEDs, HSE, High School Diplomas earned and performance in math and reading.

Objective 2: Increase the percentage of juveniles with higher ISAT scores in reading, language and math.

Objective 3: Increase the percentage of juveniles enrolled in school and/or who have obtained employment upon reintegration to the community.

Community Operations and Program Services Division (COPS)

Goal 3: Develop a Well Structured System that Addresses the Needs of Juvenile Offenders, their Families and the Safety of Communities.

Objective 1: Work in partnership with communities to serve appropriate juveniles in the community.

Objective 2: Support the use of evidence-based intervention strategies throughout the continuum of care.

Administrative Services

Goal 4: Strengthen and Support all Resources within IDJC.

Objective 1: Increase leadership capabilities among all IDJC employees.

Objective 2: Decrease staff turnover within IDJC.

Objective 3: Targeted average length of custody not to exceed 15 months, not including District Court commits.

System Challenges

Institutions

- Nursing Coverage at JCC–Lewiston. Additional nursing hours are needed at JCC–Lewiston to provide for an adequate relief factor for the two nurses currently employed.
- Direct Care Staff Coverage at JCC–St. Anthony. Additional direct care staff hours are needed at each of the three IDJC state facilities but particularly at JCC–St. Anthony in order to assure the continued safety of staff, the community and the juveniles.
- Juvenile Service Coordinators (JSC) in Region 2. One JSC position in Region 2 was lost in FY10 budget reductions. Case management requirements for JSCs have increased. Additional Juvenile Services Coordinators are needed in this region.
- Education Funding must Follow the Juvenile throughout Placement. Flexibility in the allocation and transfer of state education funds is necessary in order to allow local school districts to adequately support and/or provide required education services for those juveniles in IDJC custody who are placed in contract programs across the state.

COPS

- More Opportunities for Technical Assistance to Counties and Tribes with COPS (Community Operations and Program Services.) The department needs more staff time at the state and regional level to consolidate monitoring and regulatory functions and to free up other staff time to work with system partners to continue to build Idaho's juvenile justice system into one that will remain highly effective and efficient.
- Reduction in County Funds via Cigarette and Tobacco Tax. In order to maintain the current level of effectiveness and efficiency in providing supervision, services, and support for juveniles in the community, an increase in Juvenile Corrections Act (JCA) funds will be necessary to offset the decline in cigarette and tobacco tax revenues allocated to the counties.

Appendix

Timelines, Strategies, & Responsible Staff

Institutions

GOAL 1: Ensure Community Protection and Juvenile Accountability through Program Effectiveness.

Objective	Strategies	Responsible Staff	Status (ongoing or completed)
1: Maximize the use of evidence-based programming in all institutions and contract providers.	Employ evidence based practices. Regularly complete an evidence based review and report on quality of programming.	Quality Improvement Director	Ongoing
2: Targeted average length of custody not to exceed 15 months, not including District Court commits.	Implement a process of case review based on custody level scores and length of custody.	COPS Admin Education Admin Clinical Supervisors	July 2012
3: Increase number of successful program completions.	Implement a process of case review based on custody level scores and length of custody.	COPS Admin Education Admin Clinical Supervisors	July 2012
4: Increase family participation at monthly staffings to 75%.	Increase number of staff visits and coordinated services to family's home prior to release from custody. Include parents in discussions and decisions about their child including increased visits of parents with their child while in custody. Promoting the participation of the family in the process.	Clinical Supervisor Unit Manager	Ongoing
5: One hundred percent (100%) of juveniles committed to IDJC will be held accountable to victims and communities.	Increase number of apology letters. Increase the number of victim programs in all three institutions. Record the number of community service hours.	Clinical Supervisor Unit Manager	Ongoing

Goal 2: Ensure Skills Improvement of Juveniles Returning to the Community.

Objective	Strategies	Responsible Staff	Status (ongoing or completed)
1: Increase academic performance as measured by GEDs, HSE, High School Diplomas earned and performance in math and reading.	Education staff will maintain proficiencies to provide appropriate education for juvenile offenders. Ensure Contract Providers provide appropriate education for juvenile offenders.	Education Administrator Contracts Workgroup	Ongoing
2: Increase the percentage of juveniles with higher ISAT scores in reading, language and math.	Education staff will maintain proficiencies to provide appropriate education for juvenile offenders.	Education Administrator	Ongoing
3: Increase the percentage of juveniles enrolled in school and/or obtain employment upon reintegration to the community.	Education staff will work with local school districts to assist with transition plans. Clinical services (through Juvenile Services Coordinators- JSC) will work with counties, vocational rehabilitation, and Department of Labor to develop reintegration plans that include employability skills and employment.	Education Administrator Clinical Supervisors	Ongoing

Community Operations and Program Services Division (COPS)**Goal 3: Develop a Well Structured System that Addresses the Needs of Juvenile Offenders, their Families and the Safety of Communities**

Objective	Strategies	Responsible Staff	Status (ongoing or completed)
1: Work in partnership with communities to serve appropriate juveniles in the community.	The amount of Juvenile Corrections Act (JCA) and other funds distributed to counties. Number of juveniles served and grant monies expended from Community Incentive Programs, Mental Health, Reentry, and Detention Clinician funding.	COPS Admin	Ongoing
2: Support the use of evidence-based intervention	Provide staff support for the Juvenile Justice Commission to develop and implement statewide juvenile justice	COPS Admin	Ongoing

strategies throughout the continuum of care.	<p>plans based on effective practices and evidence-based approaches.</p> <p>Disseminate information and provide training and technical assistance to counties and tribes on funding opportunities with public and private funders.</p> <p>Ensure core protections of the JJDP Act are provided for all juvenile offenders.</p>		
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Administration

Goal 4: Strengthen and Support all Resources within IDJC.

Objective	Strategies	Responsible Staff	Status (ongoing or completed)
1: Increase leadership capabilities among all IDJC employees.	<p>IDJC Leadership Team will enlist all staff in mission and vision of IDJC.</p> <p>IDJC Leadership Team will recognize contributions of all employees.</p> <p>IDJC Leadership Team and staff will continue to foster collaboration by promoting cooperative goals and building trust among divisions.</p>	IDJC Leadership Team	Ongoing
2: Decrease staff turnover within IDJC.	<p>Human Resources will provide support to all IDJC staff.</p> <p>Human Resources will define turnover rate variables.</p> <p>Human Resources will develop a staff wellness plan that will monitor absenteeism and injuries at work.</p> <p>Human Resources will measure by exit survey of employees.</p>	Human Resources	Ongoing
3: Targeted average length of custody not to exceed 15 months, not including District Court commits.	Implement a process of case review based on custody level scores and length of custody.	Clinical Supervisors	July 2012